

DDP 8-0429

2 FEB 1968

MEMORANDUM FOR: Director of Personnel

SUBJECT : Adjudication of Conflicts Between  
Employees and Supervisors

REFERENCE : Memorandum for DDP from D/PERS  
dated 22 January 1968; same subject.

1. As you are aware, the DCI is concerned about the effectiveness of our present Fitness Report system and has requested recommendations for improving it. We will shortly be forwarding some ideas on this subject but until a new Fitness Report policy is developed and approved we will continue to operate under the present system.

2. I agree with the need expressed in the referent memorandum for more thoroughgoing attention to cases of (a) adversely critical Fitness Reports and (b) the directed return of an individual from overseas assignment for reasons of unsatisfactory performance or behavior. I believe, however, that a careful application of existing procedures should be adequate to handle most cases, without applying additional machinery or adjudication authorities.

3. In the case of adversely critical Fitness Reports, it should be the responsibility of the reviewing official to substantiate any allegations and establish the pertinent facts, including resolution of any conflicting statements from the employee and rater. Proper attention by the reviewing official to this aspect of his responsibility should resolve the large majority of cases. To further strengthen the present procedures, I propose to:

a. Instruct reviewing officials in the CS to give particular attention to (adversely) critical Fitness Reports and to resolve and record his finding on any conflicting statements of the employee and rating official.

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

~~SECRET~~

- 2 -


b. Direct Chief, CSPS to monitor current Fitness Reports to insure that pertinent facts are resolved and constitute a proper basis for conclusions and courses of action drawn therefrom.

c. Permit the employee, in cases where the pertinent facts are not resolved, to request review and adjudication of the case at the Directorate level. Such review and adjudication will be arranged in all cases where the unsubstantiated allegations in the Fitness Report would be damaging to the long term career prospects of the employee.

4. The current procedures for return from overseas assignments for unsatisfactory performance or behavior already require adjudication and involve a number of Agency elements. Likewise, if such an employee is proposed for termination or removal from the CS, additional review and adjudication procedures already existing include a post mortem by the Overseas Review Panel. I propose to strengthen the current procedures by requiring Chief, CSPS to insure that unresolved issues in such return cases are determined and that the concerned employee has full opportunity to insure adequate review and consideration of his case. Such an employee, informed of the findings of fact in his case, may then elect to have his case reviewed and adjudicated at the Directorate level, if permanent injury to his career prospects is involved.

5. In summary, I agree with the proposed modification of Agency regulations to require an official adjudication, when requested by the employee, in cases described in paragraph 2 and 3 above. I propose to assign such adjudication authority to a sub-committee of the CS Personnel Management Committee.

FOIAb3b

  
Thomas H. Karamessines  
Deputy Director for Plans

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	ExO	19 APR 1968	
2	BobK	22 APR 1968	
3	ExO	22 APR 1968	
4	C/PD/P+C (over)	23 APR 1968	
5	512 Magazine Bldg.		
6	C/Plans DIV		
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>██████████ called the other day about this What do you suggest we tell him?? It looks like it got lost for awhile.</p> <p style="text-align: right;">RobK 19</p> <p><i>Tell him we are relating to another project in Defense Reports</i></p> <p>██████████ secretary advised on 22 April 68 restate!</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	

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Jim: I gather you are  
picking up the pieces  
on this.  
R

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UNCLASSIFIED	CONFIDENTIAL SECRET
<b>OFFICIAL ROUTING SLIP</b>	
TO	DATE INITIALS
1	
2	EKO
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ACTION	DIRECT REPLY PREPARE REPLY
APPROVAL	DISPATCH RECOMMENDATION
COMMENT	FILE RETURN
CONCURRENCE	INFORMATION SIGNATURE
Remarks:	
<p>Mr K Fitness Report  memo which I had  in connection with a paper  on Fitness Report which  I am writing to D/Sec.  As we to proceed with change to day</p>	
FOLD HERE TO RETURN TO SENDER	
NE NO.	DATE
	19 APR
UNCLASSIFIED	CONFIDENTIAL SECRET

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FORM NO. 1-67 237 Use previous editions

(40)

# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

C/CSPS  
G G 10, Hq.

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Chief, OPSER

2 Feb 1968

THY

2.

3.

DDP

2 Feb

2 Feb 68

END

4.

5.

D/PERS 5 E 56, Hq

2 Feb 68

20 FEB 1968

THY

6.

7.

C/PDS

20 FEB 1968

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15.

The Warden: You may want to talk to me about how to best proceed to proceed on this. Also, we still owe [redacted] a final answer on reemployment consideration.  
Burt

(5) Per 4 is back today - 19 Feb  
THY